

CHRAQ Table of Contents, Volume 33

February 1992 (Vol. 33, No. 1)

Discounting in the Hotel Industry: A New Approach, by Richard D. Hanks, Robert G. Cross, and R. Paul Noland. Lodging companies can maximize their revenue by offering different room products to different market segments. The key is to segment the markets and to keep them segmented. Pages 15-23.

Here Comes the ADA—Are You Ready? (Part I), by Robert H. Woods and Raphael R. Kavanaugh. To satisfy the Americans with Disabilities Act (ADA), employers should review all job descriptions; maintain a record of disabled employees; develop an "ADA expert"; revamp hiring practices; review health-insurance and benefits plans; and educate managers about compliance. Pages 24-32.

The ADA, Part II: Implications for Managers, by John P. Kohl and Paul S. Greenlaw. This article focuses on the costs of making "reasonable" adjustments in the work place to accommodate disabled workers under the Americans with Disabilities Act. Pages 33-39.

Turnover and What to Do About It, by John J. Hogan. How La Quinta Motor Inns, Forte Hotels, Interstate Hotels, Sterchi Hotels, and the Opryland Hotel handle employee turnover. Pages 40-45.

Food-Service Leadership: Could Attila Run a Restaurant?, by Ronald F. Cichy, Michael P. Sciarini, and Mark E. Patton. This article reports on essential leadership qualities of commercial food-service-industry leaders based on survey responses from 51 of the top 100 such leaders in the United States. Pages 46-55.

Cost Effectiveness of Substance-Abuse Treatment in Casino Hotels, by Andrew M. Klebanow and Robert W. Eder. This article analyzes the costs and benefits of two substance-abuse treatment programs that are administered as part of Mirage's and Resorts International's employee-assistance programs. Pages 56-67.

Empowerment: Trust vs. Control, by Lawrence E. Sternberg. Hotels can improve operational efficiency, increase employee productivity, and improve guest satisfaction through empowerment. The author gives examples of how empowerment has worked to the benefit of hospitality operations. Pages 68-72.

Property-Tax Valuation of Lodging Properties, by Daniel H. Lesser. This article demonstrates that calculating income-capitalization produces the most supportable value estimate and should be given the greatest weight for hotel valuations. Pages 73-81.

Bankruptcy and Hospitality Operations: Who Wins?, by Bruce S. Urdang. Under U.S. bankruptcy laws, many businesses are given a fair chance to reorganize, but only by trading off important rights can some creditors hope to recoup the full value of their claims even if the creditor's operation fully recovers. Pages 82-88.

Yield Management: Putting People in the Big Picture, by Peter Jones and Donna Hamilton. This article proposes a seven-stage model for a yield-management system, emphasizing the role that people have in making the system work. The quality of information, analysis, forecasting, and performance is greatly improved when as many people as possible are involved in the process. Pages 89-95.

April 1992 (Vol. 33, No. 2)

Guest Property *Infra Hospitium* Revisited: The Expansion of Strict Liability for Recreational Vehicles and Similar Articles, by John E.H. Sherry. Liability for losses of hotel-guests' property has been limited to articles *inside* the inn, so courts resolving vehicle claims apply the law of negligence. The guest loses the benefit of strict liability and the innkeeper loses the benefit of limitations on liability. Pages 18-19.

The 1992 Hotel Market: Modest Improvement, by Sean F. Hennessey. A market-by-market assessment of the largest 25 markets in the U.S. projects that demand will not catch up to supply for three to five years. Sagging hotel values have created an opportunity for investors to purchase (not build) properties to which they can add value through effective management or marketing strategies. Pages 20-25.

Japan's Hotel Industry: An Overview, by William H. Kaven. Japan's hotel industry comprises Western-style hotels and traditional Japanese inns. Influences on development include scarcity of land, residential dwellings too small for overnight guests, and protectionist investment policies. There is little formal hotel-management education in Japan, but managers can delegate successfully to a loyal and competent work force. Pages 26-32.

Philadelphia's Luxury Hotels: Boom or Bust?, by Brian Becker. The total number of upscale rooms in Philadelphia has more than doubled in the last three years. This article presents an analysis of Philadelphia's luxury-hotel market, including its new convention center. Pages 33-42.

Four Seasons's Wailea Resort: Not Your Average Dining Experience, by Alfons Konrad. Four Seasons promotes a single standard of quality for all of its food and beverage operations and has been credited with leading the trend to upgrading hotel restaurants. An example of this strategy is the Pacific Grill at the Four Seasons Resort Wailea. Pages 43-48.

Restaurant Operations Profitability Analysis for Table-Service Restaurants, by Mohamed E. Bayou and Lee B. Bennett. This article reviews four major approaches to menu analysis and proposes a fifth method based on an analysis of market segments and contribution margins. The authors show in step-by-step fashion how to dissect the profitability of meal periods, types of menu offerings, and individual menu items. Pages 49-55.

Analyzing Sales-Mix Profitability, by William J. Quain. This article shows how to determine sales-mix profitability—that is, the revenues generated by different market segments and the costs of making those sales. Pages 56-63.

Planning for Catastrophe: The Fast Track to Recovery, by Nelson R. Bean. Catastrophe planning and high-speed reconstruction techniques make it possible for businesses to reopen quickly after a fire, storm, or other disaster. The plan must compare the projected losses from business interruption with the additional cost of fast reconstruction. Pages 64-69.

Pure Price Changes of Lodging Properties, by John B. Corgel and Jan A. deRoos. The hotel-value indexing procedures described in this article reveal price movements without the influences of quantity, quality, and sample-composition differences across properties and over time. Pages 70-77.

Cultural Diversity: The Lesson of Toronto's Hotels, by Julia Christensen-Hughes. This article presents a study of work-force diversity in six Toronto hotels and describes the positive and negative aspects of such diversity. Pages 78-87.

Sexual Harassment: The Hostile Work Environment, by Arthur J. Hamilton. Court decisions have expanded the definition of sexual harassment to include environmental factors. Now, anyone who feels she or he is receiving unwanted attention may claim sexual harassment. A key to the courts' rulings is that alleged victims must show by their actions that the attention is unwanted. Pages 88-91.

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Sexual Harassment in the Hospitality Industry, by Titus Aaron and Edward Dry. There must be a mechanism that allows sexual-harassment victims to notify management that an incident has occurred. If management ignores a complaint or does not provide a reasonable reporting procedure, the hotel may face not only sexual-harassment charges but also a tort or other common-law action that could result in paying damages to the victim. Pages 92-95.

June 1992 (Vol. 33, No. 3)

A New Partnership for the Hotel Industry, by Donald R. Trice. A veteran industry executive proposes a new model for management contracts that requires all parties—owners, lenders, managers, and franchisors—to cooperate to improve cash flow and property values. Pages 16-19.

The Great Retirement Caper, or, Bye-Bye, Boomer, by Robert H. Woods and Glenn Withiam. This study of food-service managers of baby-boom age shows that many of them plan to start retiring from their corporate jobs within the next ten years, likely creating a substantial gap in management ranks. Pages 20-28.

Building a Market-Segment Accounting Model to Improve Profits, by Christopher W. Nordling and Sharon K. Wheeler. Using the Las Vegas Hilton as an example, this report shows how to calculate the contribution margins for various market segments for rooms, F&B, casino, and other. The key is to figure the overall profit per occupied room—not per operating department. Pages 29-36.

Turn Your Spa into a Winner, by Patricia A. Monteson and Judith Singer. By marketing and operating a spa as a profit-oriented business, the spa can add to a property's bottom line. One particularly effective approach is to build spa packages that encourage guests to sample spa services. Pages 37-44.

A Marketing Strategy for Resort Conference Centers, by Burt Cabañas. This article describes a strategic approach to conference-center marketing by using computers to assess prospects and to serve customers. Pages 45-49.

Strategic Planning for the 1990s: "Exploiting the Inevitable," by Tom Feltenstein. A step-by-step approach to maximizing the benefits of strategic planning. Emphasis is on consensus as to the firm's mission, goals, and objectives, and building on previous strategic-planning processes. Pages 50-54.

Marketing-Strategy Worksheet: A Practical Tool, by Francis Buttle. The five-stage Marketing-Strategy Worksheet produces a coherent and integrated marketing plan and helps to communicate it to others. Pages 55-67.

The Use of Technology to Improve Service Quality, by R. Dan Reid and Melvin Sandler. This study of 35 of the top lodging companies in the United States explains why adopting technological innovations continues to be an important part of today's hotel business. Pages 68-73.

Scripted Computer Demonstrations, by Michael L. Kasavana and Julie David Smith. Evaluating computer systems on the basis of standardized events should help ensure that any system eventually purchased meets the demands of your operation. Pages 74-83.

The Simplified Menu-Cost Spreadsheet, by Stephen G. Miller. A step-by-step, streamlined approach to menu analysis for small operators that is easy to implement and to update, that provides the operator with useful information quickly, and that involves basic, inexpensive computer tools. Pages 84-88.

August 1992 (Vol. 33, No. 4)

Public-Policy Exception to Employment at Will: Innkeepers' Liability for Wrongful Discharge, by John E.H. Sherry. Courts are ruling that employers may not fire for "bad cause," and are increasingly sensitive to claims of wrongful discharge. Pages 10-11.

Marketplace Lodging Needs of Mature Travelers, by Mangala Ananth, Frederick J. DeMicco, Patrick J. Moreo, and Richard M. Howey. This study identifies 57 hotel attributes and measures their significance for travelers above and below the age of 59. The specific findings are useful for marketers desiring to target mature travelers as a distinct market. Pages 12-24.

Children at Resorts: Customer Service at Its Best, by James C. Maken. Developing children's programs at resorts is a natural service extension and is good for business. The best programs match the character and purpose of the resort, and are integral to the corporate philosophy and mission statement. Pages 25-35.

Strategic Marketing: A Lodging "End-Run," by Mark W. Cunningham and Chekitan Dev. In 1986, Motel 6 hired a marketing firm to determine how to boost market share. Using focus groups and surveys, the researchers defined the Motel 6 target market and the idea for a massive radio-ad campaign blossomed. Pages 36-43.

Golf Resorts—Driving Into The '90s, by Sarah Morse and Pamela Lanier. The number of golfers is increasing worldwide, so golf resorts seek to attract meeting planners, business travelers, and those who enjoy golf vacations. Pitfalls include accommodating a diverse work force and minimizing adverse environmental impact. Pages 44-48.

Seven Current Hotel-Valuation Techniques, by Stephen Rushmore. This article describes seven hotel-valuation techniques and illustrates each with an example. The seven approaches are also compared to each other, including a review of strengths and weaknesses. Pages 49-56.

Creating A Multi-Processor Environment Through Systems Integration, by Michael L. Kasavana and Julie Smith David. A description of the three basic forms of multi-processor networks and how each may serve the needs of hospitality companies. Pages 57-63.

1992 Educators' Forum

Does Education Pay? A Comparison of Total Earnings of Hospitality Educators and Industry Practitioners, by Raymond S. Schmidgall and Robert H. Woods. A comparison of total earnings by faculty members in hospitality-management programs with their counterparts in industry shows that the disparity is not as great as some might think. Pages 64-68.

Operational Problem Solving: Overcoming a Weakness of the Case Method, by Lothar A. Kreck. Classroom case studies do not necessarily prepare students for investigation of actual operational problems. A better way is for students to conduct "live" investigations of real businesses' problems. Pages 69-72.

The Small Business Institute: Hands-On Learning, by Peter Rainsford. A program designed to help businesses and give students an experiential-learning opportunity. The on-going nature of the project and the repeated contact and discussions with the owners are what allow learning and problem solving to take place. Pages 73-76.

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Beyond Homeless Shelters and Soup Lines: Update from a Washington, D.C., Shelter, by Ann Hales. How a team of food and beverage experts and other volunteers prepared a consulting report aimed at establishing basic operating policies for sanitation, food preparation, and equipment maintenance for a homeless shelter. Pages 77-79.

Student Expectations of Hospitality Jobs, by Matt A. Casado. This survey shows that students have fairly realistic expectations about salaries, work demands, and training before they graduate. Pages 80-82.

Mentors: Lighting the Path for Growth and Success, by Michael M. Lefever. An educator's personal account of good and bad experiences with mentors, and thoughts about the importance of being an effective mentor for today's students and inexperienced faculty members. Pages 83-91.

October 1992 (Vol. 33, No. 5)

Southeast Asia: A New Model For Hotel Development, by Heather A. Saunders and Leo M. Renaghan. A description of business opportunities and challenges in Southeast Asia. Pages 16-23.

China's Hotel-Rating System, by Lawrence Yu. This article includes a description of China's five-star hotel-rating system and the complete roster of items for scoring. Pages 24-27.

Bali: How to Maintain a Fragile Resort, by Charles A. Bell. This article uses Bali as an example to present some basic ways for a region's hotel industry to cooperate to ensure long-range tourism business. Pages 28-31.

A Strategy for Customer Satisfaction, by Jonathan D. Barsky and Richard Labagh. This article introduces a straightforward way to assess a hotel's current situation with respect to customer satisfaction and shows how to use this approach to improve planning and decision making. Pages 32-40.

Value-Chain Assessment of the Travel Experience, by Ron Brathwaite. The hospitality industry's services can be thought of as a "value chain" that encompasses every step and service required from the time a customer decides to go on a vacation or business trip to the time she or he returns home. Using the value-chain framework is a way to identify key relationships among service providers, increase revenues, reduce costs, foster value-added partnerships, and create a value-measurement system. Pages 41-49.

Quality Management: A Ten-Point Model, by Kenneth Heymann. This article delineates a ten-step hospitality-enterprise quality-management model that is responsive to unique situations and can serve as a guideline for future action. Pages 50-60.

The Valuation of Distressed Hotels, by Stephen Rushmore. Using two hypothetical hotels, three techniques for valuing distressed hotels are illustrated: the income approach, the cost approach, and the sales-comparison approach. Pages 61-71.

Hotel F&B Leases: The View from the Restaurant, by Keith L. Goldman and James J. Eyster. For food-service operators looking to manage or operate a hotel's restaurant facilities, this article reviews the key provisions of a lease or contract. Pages 72-83.

Occupancy Taxes: No Free Lunch, by Stephen J. Hiemstra and Joseph A. Ismail. A report on the effects of hotel occupancy taxes on rooms demand. Pages 84-89.

When Boom Turns to Bust: The Story of a Houston Hotel, by Ray Hankamer, Jr. A first-person account of the rise, fall, and rebirth of an economy hotel in Houston during the '80s. Pages 90-94.

December 1992 (Vol. 33, No. 6)

Private-Club Exemption to Civil Rights Admission Laws: Sex Discrimination versus the Right of Private Association, by John E.H. Sherry. Private clubs may pursue sex-discriminatory admission policies, but should clubs' membership policies be challenged, a case-by-case analysis of the operation of each club must be made. Pages 16-17.

A Customer-Survey Tool: Using the "Quality Sample", by Jonathan D. Barsky and Stephen J. Huxley. This article describes a simple plan to survey all the members of a randomly selected group, and explains why doing so is important. Pages 18-25.

Hotel Turnarounds: Managing to Succeed, by Kirby D. Payne. How a management company turned around a poorly managed property in 136 days, generating nearly \$60,000 in profit for the hotel's owner. Pages 26-29.

Energy Conservation: More than a Good Idea, by J. C. Dale and Theodore Kluga. The importance of an energy-management program and how to get one off the ground. Pages 30-35.

Preparing a Training Proposal, by Florence Berger and Bonnie Farber. This article, adapted from Berger and Farber's *The On-Track Trainer*, describes how to organize, develop, and write a training-program proposal. Pages 36-42.

Effective Training: Toward a Strategic Approach, by K. Michael Haywood. This article analyzes two successful training programs and develops an eight-point model for effective training. Pages 43-52.

Opening Up Eastern Europe: New Opportunities and New Challenges, by Charles A. Bell. A country-by-country description of development prospects in Eastern Europe and of potential financing sources. Specific countries discussed include the former Soviet Union, Eastern and Western Germany, Hungary, Poland, and Czechoslovakia. Pages 53-63.

Hospitality, Russian Style: Nine Communication Challenges, by Dianne H. B. Welsh and Skip Swerdlow. A discussion of nine intercultural considerations for those hoping to do business in the former Soviet states. Emphasis is on the difficulty of introducing free-market concepts where none previously existed. Pages 64-72.

An Inside Look at Japanese Food Service, by Toshio Doi. An insider's analysis of the history of Japanese food service, its current standing, and its future prospects. Pages 73-83.

Grease-Eating Microbes: A High-Tech Solution to a Low-Tech Problem, by Enrique A. Yaffar and Mark D. Dibner. A cost analysis of drain-cleaning techniques, with an emphasis on bioremediation as a safe, clean, and cost-effective solution. Pages 84-90.

Back Issues and Reprints

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